









**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
for the  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score    | Comment  |
|--|----------|--|
| <u>Stakeholder Perspective</u>   | <b>G</b> |  |
| 1. To what degree does the proposed investment result in significant tangible and intangible benefits for stakeholders?                          | <b>G</b> | The project cost is justified by tangible benefits from cost avoidance and cost reductions. Replacement of existing administrative systems will result in a cost avoidance of staff services needed to support increased student enrollments. In addition, VSU will realize cost reductions in hardware and software maintenance costs and operational support. Other tangible benefits cited but not quantified include increased alumni and stakeholder investments and CoVA institutional collaboration opportunities for software enhancements and interfaces. Intangible benefits of improved customer service and ability to exchange and report information with CoVA agencies are cited. |
| 2. To what degree does the proposed investment target stakeholders that have been chronically underserved by information technology investments? | <b>G</b> | VSU administration and students are cited as underserved stakeholders. In addition, the proposal references a foreign-born transitional student population, teacher certification candidates, and continuing education students in need of on-line courses and student registration services.  |
| 3. To what degree does the proposed investment increase public protection, health, education, environment, or safety?                            | <b>G</b> | The proposed system will provide necessary administrative functionality for the operation of the university as well as increased access to education through on-line courses and student services.   |

**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
**for the**  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score   | Comment  |
|--|---|--|
| 4. To what degree does the proposed investment anticipate improvements to internal and external customer service delivery (e.g., faster response, greater access to information, elimination or reduction in client complaints)? |    | The proposed project includes business process re-engineering that will advance VSU's back office and customer services functions. The proposed system will provide "anytime-anywhere" customer access to information from the internet and improve delivery of services, improve security of information, and accommodate anticipated enrollment increases.   |
| 5. To what degree does the proposed investment increase citizen access to government services?   |    | The Banner system will allow VSU to move services to the Web, expand citizens' access to information, and enhance its distance learning educational opportunities over the Internet. Productivity improvements are anticipated to enable VSU to better respond to an increased student population anticipated from enrollment growth.  |
| <u>Business Process Perspective</u>  |  |  |
| 6. To what degree does the proposed investment result in information sharing between organizational units throughout the proponent agency?   |  | The proposed system is an enterprise resource planning system (ERP) which integrates the functions of Finance, Financial Aid, Human Resources, and Student Services. The proposed system supports the collection and use of demographic information and facilitates sharing of recruitment data, retention data, and workforce availability information. The Banner system will integrate planning, financial and student support services in one system, enabling information sharing across all areas of the university. |






**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
**for the**  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score   | Comment   |
|--|---|---|
| 7. To what degree does the proposed investment anticipate greater flexibility in agency responses to stakeholder requests, reduction, or elimination of paperwork or manual tasks? |    | The project will involve not only implementation of a new integrated administrative system but includes business process re-engineering aimed at providing “flexible sharing of service delivery channels to deliver seamless customer service.” The university expects a 20% productivity gain through service efficiencies and Web-enabled service delivery directly to faculty and students. |
| 8. To what degree does the proposed investment anticipate improved use of resources, improved turnaround time, or expanded capacity of key processes?                              |    | The University expects to avoid staff increases through staff productivity gained through the implementation of the proposed system. The Web-enabled services will put capability in the hands of the users thus improving turnaround-time.   |
| 9. To what degree does the proposed investment support legal or regulatory requirements?   |  | Moving to the proposed platform will allow the university to receive vendor supplied updates to support federal legal and regulatory requirements. Utilizing software in use by a large number of Virginia institutions will offer opportunities for collaborative efforts in meeting state reporting requirements  |
| 10. To what degree does the proposed investment synchronize with mission needs, agency critical issues, and core business activities?  |  | The proposed investment is highly synchronized with the mission and critical issues of the University. The current administrative system is being sunset by the vendor (SCT), and VSU has been notified they will receive limited or no support for the existing system in the near future.   |






**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
**for the**  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score | Comment   |
|--|-------|---|
| 11. To what degree does the proponent agency possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope? | Y     | The university is utilizing an on-site service vendor with specific implementation experience with the proposed system. The university has staff assigned to the project with prior experience implementing systems of this magnitude and with business process re-engineering. However, the project manager has not applied for CoVA Project Management Qualification. |
| <u>Project Management Perspective</u>  | G     |   |
| 12. To what degree does the proposed investment present a sound business case?   | G     | The business case identifies and substantiates both tangible and intangible benefits which justify the investment.  |
| 13. To what degree does the project proposal or charter adequately establish project scope, cost, and schedule baselines?  | Y     | Project scope and cost are adequately established by the charter. Additional detail needs to be developed for the project schedule baseline prior to establishment on the Dashboard.  |
| 14. To what degree does the proposed investment have executive-level sponsorship, including the appropriate cabinet secretary?   | G     | VSU's Vice-President of Finance and Administration is the Project Sponsor. VSU's Board of Visitors has approved the project and funding, and the Secretariat of Education has recommended the project for development approval.   |
| 15. To what degree does the project charter define an effective project management organization?   | Y     | The project charter defines an effective project management structure, but named resources need to be defined.  |
| 16. To what degree is adequate and sustained funding insured for the duration of the proposed investment?  | G     | VSU Board of Visitors has agreed to fund the project from University funds.   |
| <u>Financial and Economic Perspective</u>  | G     |   |
| 17. To what degree will the proposed investment result in a positive return on investment?   | G     | The proposed investment results in a positive return on investment as a result of cost avoidance and cost reductions. Replacement of the existing administrative systems will result in cost avoidance from staff services needed to sup-   |

**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
for the  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score   | Comment  |
|--|---|--|
|  |   | port increased student enrollments. In addition, VSU will realize cost reductions in hardware and software maintenance costs and operational support. Net benefits from the proposed system are estimated at \$1.471 million per year.   |
| 18. To what degree does the proposed investment target business areas that have been chronically underserved in the past by the lack of investments in information technology? |    | VSU administration (student support services, financial management services, and human resource management services) is cited as an underserved business area within the University. While there are automated systems which support these functions, the systems are based on old technology and are being sunset by the vendor. The Commonwealth has been ordered by the U.S. Office of Civil Rights to address past deficiencies. |
| 19. To what degree does the proposed investment leverage funding from the federal government or from the private sector?   |  | No federal or private funds are being leveraged by this investment. However, the VSU Board of Visitors has agreed to fund the project with University funds.   |
| 20. To what degree does the proposed investment lead to increased economic development within the state?   |  | The project is expected to enhance recruitment efforts at the University and assist in administrative support of enrollment growth. Additional students will be accommodated resulting in an increased student population contributing to the economy of the Tri-cities area.  |
| <u>Enterprise (Commonwealth) Portfolio Perspective</u>   |  |  |
| 21. To what degree does the proposed investment move the Commonwealth toward an enterprise business model with business partners and stakeholders?                             |  | The proposed system will implement Banner Software from the SCT Master License Agreement. This software is widely used by the CoVA higher education community.   |

**Commonwealth of Virginia**  
**Balanced Scorecard Project Evaluation**  
**for the**  
**VSU – Re-engineer Core Business Processes Project**

| Criteria   | Score   | Comment   |
|--|---|---|
| 22. To what degree does the proposed investment serve multiple agencies through functional and process integration and improved data sharing?          |    | Implementation of this project will expand VSU's ability to share data with other institutions and provide opportunities for collaboration on state interfaces and reporting.   |
| 23. To what degree does the proposed investment support the enterprise goals of consolidation of infrastructure, security, and administrative systems? |    | The current administrative application systems in use by VSU will lose support in the near future. Migrating to supported software commonly used by the higher education community better positions the University and the Commonwealth to exploit consolidation opportunities.     |
| 24. To what degree does the proposed investment help balance the amount of aggregated risk in the Commonwealth portfolio?                              |    | Aggregated risk targets for the portfolio have not been established by the ITIB.  |
| 25. To what degree does the proposed investment support the Commonwealth Enterprise Architecture?  |  | "To Be" architecture is not addressed in the proposal. However, the Banner software is compliant with the current Enterprise Architecture standards. As implementation moves forward, more detailed information regarding compliance should be provided to the Oversight Committee. |
| 26. To what degree does the proposed investment maintain the desired portfolio balance between long-and-short term information technology investments? |  | The target mix of long- and short-term investments within the portfolio have not been established by the ITIB.  |